

The
NATIONAL ASSOCIATION
of CORPORATION SCHOOLS
B U L L E T I N

25 Cents a Copy

\$2.00 For a Year

Volume IV

July, 1917

Executive Committee's Activities

Report of Fifth Annual Convention
at Buffalo

Additional Statements by Members of Our
Policy and Finance Committee

News Items About Our Members

Business Education a National Duty

PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE

The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold; to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted, by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the Constitution—Article VII.

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st, shall pay first year's dues of \$100.00; those joining between April 1st and July 1st, shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st, shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

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No. 7

FIFTH ANNUAL CONVENTION A GREAT SUCCESS

The Fifth Annual Convention of our Association clearly demonstrated one important fact—those industrial institutions having class “A” membership in our Association are fully alive to the importance of industrial preparedness. It was the feeling of the Executive Committee that while many conventions might better not be held this year, on account of conditions caused by the war, nevertheless the convention of our Association should be held as it would contribute directly to greater efficiency in preparing the industries of this country to meet not only the conditions caused by the war, but also the conditions which will exist when the war is over.

The fact that the convention opened with fully twice as many delegates in their seats as have been present at the opening of any previous convention, demonstrated the judgment of the Executive Committee to have been correct. It is doubtful if any convention convened in the United States has ever possessed a spirit of greater earnestness or a more clearly defined purpose.

During the five years’ existence of our Association its purpose and its activities have been carefully and constructively defined. Our immediate problems are clear and pressing. The most important problem in point of solution is to increase our class “A” membership to at least 200. Such action will insure, first, an additional revenue of \$10,000 per year, and, secondly, a wider interest and larger degree of co-operation in the training of the workers of this country. There seemed to be no negative expression during the convention. The minds of all the delegates were apparently well centered on making progress upon a care-

fully defined program of work. Our members fully recognize that our Association is co-operative in character; that our members may hope to receive the collective results of what each member individually contributes. In other words, our Association is truly co-operative in character.

It is not a question of paying a certain sum of money to have a definite work accomplished but rather a bringing together of the knowledge of the most expert in the United States upon each and every phase of "personal relation" activities in our industries.

The Buffalo convention will ever remain a memorable meeting, but what was accomplished is but a promise of what will be accomplished in the immediate future.

DEVELOPING A NATIONAL SPIRIT OF CO-OPERATION

Since their inception the industries of the United States have been conducted largely as individual units. When industry was a matter of individual ownership, partnership or firm, no question arose as to the right of the individual partners and members of the firm to conduct their several businesses as in their judgment seemed best. With the coming of the corporation all this was changed. Corporations oftentimes have in their employ more men than there are citizens of some of the states. The competitive era began to pass out with the introduction of the modern corporation and the co-operative era dawned. Now we have to determine whether or not the modern corporation will be a permanent institution.

There is discussion—much discussion—as to how much of the efficiency of Germany was due to its centralized government. There is discussion as to how much other governments, including our own, can take from Germany efficiency without sacrificing the spirit of liberty or the right of the individual.

This problem is an open one and no immediate solution is apparent or perhaps desirable, but one fact is fairly well determined. When the railroads of this country are busy and prosperous the manufacturers are also busy and prosperous, the farmers are selling their produce at a profit and the laborer is earning a wage which permits him to purchase freely.

The corporation, firm or individual can no longer hope to segregate its or his business from industry as a whole and to prosper when other industries are not prosperous.

It is generally conceded that we must develop in the United

States a spirit of national co-operation. This theory is the basis on which our own organization rests. Those who are contributing to the activities of The National Association of Corporation Schools are fully aware that they alone cannot reap all the benefits which will accrue as a result of the work which they do. All industries should contribute to the solution of the problem of industrial education, but first a national co-operative spirit must be developed. There may be differences of opinion as to what extent the co-operative spirit has been developed, but perhaps this may best be determined by the extent to which industrial institutions have taken or are willing to take membership in our Association.

AN IMPENDING REVISION OF COLLEGE COURSES

The *Evening Mail* of New York City predicts that every college in the United States will start its new school year in September with a greatly diminished number of students and with severe financial burdens. Most of the men from the two upper college courses will be in one form or another in the government's service.

The writer points out that it is the duty of the nation to see to it that the financial burdens are not allowed to become unsupportable nor to cause dispersion of the teaching forces.

It is also clearly set forth that the colleges must completely revise their courses to meet the conditions caused by the war and the conditions which will exist when the war is passed. Emphasis is placed on the necessity for industrial training.

EDUCATIONAL TRAINING MUST GO ON DURING WAR

It augurs well for the future of our country that overwhelming sentiment has developed against any curtailment of educational activity due to the war. Dr. Claxton, United-States Commissioner of Education, has issued an urgent appeal to pupils to remain in the high schools next fall as a patriotic duty. While the more mature young men will be either in the trenches or government service, those not yet of sufficient age to permit of such employment must continue their education.

Dr. Claxton points out, if the war should be long the country will need all the trained men and women it can get—many more than it now has.

"There will be men in abundance to fight in the trenches, but there will be a dearth of officers, engineers, and men of scientific knowledge and skill in all the industries, in transporta-

tion, and in many other places where skill and daring are just as necessary for success as in the trenches. The first call of the Allies is for 12,000 engineers and skilled men to repair the railroads of France and England; and other thousands will be needed later. Russia will probably want thousands of men to repair and build her railroads. The increase in transportation and the tax on our own roads will call for large numbers of men of the same kind. New industrial plants, shipyards and our armies abroad will call for highly trained men beyond all possible supply unless our colleges and technical schools remain open and increase their attendance and output.

"When the war is over there will be made upon us such demands for men and women of knowledge and training as have never before come to any country. There will be equal need for a much higher average of general intelligence for citizenship than has been necessary until now. The world will have to be rebuilt and American college men and women must assume a large part of the task. In all international affairs we must play a more important part than we have in the past. For years we must feed our own industrial population and a large part of the population of western and central Europe. We must readjust our industrial and social and civic life and institutions. We must extend our foreign commerce. We must increase our production to pay our large war debts and to carry on all the enterprises for the general welfare which have been begun, but many of which will be retarded as the war continues."

The National Educational Association will hold its convention as usual this year, convening at Portland, Oregon, during the second week in July. Every effort will be made to speed up educational and training facilities, thus avoiding the pitfall into which England permitted herself to fall, the sacrificing of educational leaders and students for what she believed to be immediate military necessity. It is the greatest blunder England has made in connection with the war and the one most sincerely regretted.

In France schools near the battle front have not been closed because of the war. At Rheims during the bombardment of that city classes were held in the safety of the great wine cellars. France has realized as never before the value of training and education. When the war is over every leading nation of Europe will reorganize and vastly extend their educational and training systems. The United States very wisely has already commenced the extension of these systems that our country may be fully

prepared not only for war conditions but for the unusual demands which will be made for trained minds when the conflict has ceased.

STATES ACCEPT FEDERAL EDUCATIONAL LAW

According to the latest information available, twenty-nine of the states have accepted the provisions of the Federal educational law, known as the Smith-Hughes act.

Under this act certain sums of money were appropriated to be available to the different states for the purpose of the extension of industrial, agricultural and household economic courses. Seven other states have bills for accepting the provisions of the act and in four states, where legislative sessions have not been held, the governors have taken action to obtain the benefits of the law. It is fortunate that this appropriation is available just at this time for the enlargement and extension of educational and industrial training.

OVERHEAD CHARGES WHICH ARE NOT KNOWN

Despite the many cost systems which have been worked out and instituted in modern industry, there is no denying that certain overhead charges are not known. These expenses do not appear in the accounting of the different industrial institutions. Nevertheless, the expense is there and is gradually becoming apparent. An example in proof of this statement may be found in the cost of hiring and discharging employees—commonly known as "labor turnover." It costs something to hire a new employe, but it costs more if the employe remains in service only for a short period.

In most industrial institutions the bulk of the labor turnover comes through the first month to six months of service. Oftentimes it is found that so great a percentage as two-thirds or three-fourths of the entire labor turnover is caused by those whose period of service is from one to three months. Nowhere in the accounting or cost systems is record made of this expense. Generally speaking, the cost is not known.

The report of the sub-committee on Employment Plans, made to the Buffalo Convention, clearly brings out this fact. Sooner or later industrial institutions will recognize this expense, determine its exact proportions and place it in their overhead charges. When this has been done more attention will be paid

to labor turnover and to methods for reducing this item of expense.

THE GREATEST WEAKNESS IN AMERICAN INDUSTRY

John Hayes Hammond, recognized as one of the leading engineers of this country, in an article contributed to the press recently discussed the training that the boys and girls of the United States receive, especially that portion who will enter business.

"We do not commonly find that our men are educated for their employment. I have seen many shops where a fair proportion of the employes knew how to run some particular machine, but they did not know why they did this or that, and even their knowledge of one little segment of the business was largely a manual, and not a mental, knowledge. They went through their motions with their hands and not with their heads.

"A man who works with both his head and hands has a long advantage over the man who uses only his hands. That is the advantage which Germany possesses, and it is an advantage which we can overcome only by intensive study of the educational methods which produce German industrial efficiency.

"Every effort of the German Government is put forth to give both theoretical and practical knowledge to the workman and the executive. When he is destined for a trade, the German boy who comes out of the elementary schools knows something of that trade.

"He may then go to work, but he may not quit his education. Extension schools are provided to give the more advanced instruction and the employer must regulate his affairs to permit the boys to attend the extension schools a certain number of hours a week. These hours are arranged so that neither the apprentice nor the employer will suffer.

"By the time the boy has finished the extension school he is a master of the form of labor that he has chosen. These German vocational schools are provided with the best and most advanced machinery and the instructors are experts. In fact, one of the objections which is sometimes brought forth by German employers is that the vocational schools are furnished with better machinery than the shops, and that hence the boys are dissatisfied with the poorer shop equipment which they find when they start working.

"Here in America we have few good vocational schools

and employers rather frown upon them. The extension school idea does not obtain, while the night school, more often than not, merely makes the scholar who is working during the day unhappy in his manual labor and causes a longing for a place in one of the crowded professions. The whole tendency of our school training is to make a second-rate professional man rather than a first-rate mechanic.

"England is in much the same situation—indeed, far worse. She has neglected vocational education in the past, but is now alive to its importance. An excellent article recently appearing in the English edition of 'System' very clearly sets forth the need for more and better industrial education in England.

"On the executive side, the Germans are far ahead of us. More especially is this true of the corporations doing an export business.

"One of the very greatest problems with our manufacturers is to obtain able executives. Most of our best executives are the result of accident rather than design, and I scarcely know where I might send a young man to receive an education in executive functions. We have been accustomed to say that executives are born and not made; that executive genius is not to be obtained by any artificial system; but the executive does not need the fire of genius. Germany has recognized this and universities provide post graduate courses for those who desire administrative knowledge of business.

"The result of all this diversified technical education is to be found in the splendidly smooth running character of German business.

"Too many of our employers are inclined to scoff at the benefits of technical education for all excepting the engineering staffs of their organizations. It has not been many years back that they sneered at education even for engineers.

"Indeed, when I first began the practice of my profession I found a distinct prejudice against the college trained mining engineer. Now a certain amount of university training is insisted upon. I predict that the same condition of affairs will come about eventually in all business concerns in this country—but the time is still far away.

"Unless we pay more attention to education for particular tasks—the education of the workman and the under-executive as well as the man higher up—we cannot compete on fair terms with Germany or with any of the other manufacturing nations

of Europe unless we take an extreme slip and lower the wages of our own men.

"The salvation of American industry and, sequentially, the salvation of our prosperity, is to be found in more and better education along vocational lines. Unless our workman is educated to perform better than his European fellow, and thus earn his high wages, either the wages must come down or our industry vanish. The American workman, properly trained, is considerably superior to the European. Why not give him a genuine chance?"

"Life is a matter of compromise. No one is always right."

ONLY NINE PER CENT PROPERLY TRAINED FOR THEIR WORK

Mr. H. W. Dodd, Superintendent of Schools of Allentown, Pennsylvania, recently made a report to the school board of that city in which he said that only 9 per cent of the working boys between 14 and 16 years of age who are working as apprentices, are learning permanent trades. "The sooner we disabuse our minds of the idea that school shops are to teach trades to pupils going to college, or going into the professions, or commerce, the quicker we will in an unbiased manner consider the claims of the close on to 1,000 pupils who drop out of our schools each year. I have yet to find one man, who having studied the function of the school from the standpoint of service, the needs of the trades and industries, and the possibilities of practical education as a means of fitting for vocations, is willing to say it should not find an important place in the school system.

"To allow any one or anything to obstruct the proper development of vocational education, especially from grade 7 through 10, would mean that Allentown is not giving to her boys and girls the same opportunities that other cities of her size are giving to theirs."

No man that does not see visions will undertake high enterprise.—WOODROW WILSON.

MEETINGS OF EXECUTIVE COMMITTEE

The Old Board Winds Up Its Year's Business, Approving the Treasurer's Report and Arrangements for the Annual Convention—Members of the Executive Committee Pledge Themselves to Secure Thirty-seven Additional Class "A" Members—Their Pledges Duplicated by Class "A" Members at the Annual Business Session—New Executive Committee Re-elects Dr. Galloway, Secretary; E. J. Mehren, Treasurer, and F. C. Henderschott, Executive Secretary—President Dietz Announces the Appointment of a New Program Committee.

The Executive Committee met at Buffalo on Monday evening, June 4th, at the Hotel Statler. President Tily, Vice-Presidents Dietz and Rowe, Ex-president McLeod, Mr. Yoder and Mr. Henderschott of the Executive Committee were present, also several chairmen of sub-committees.

The Treasurer's report, covering the period from the Pittsburgh Convention to May 26th of this year, duly audited, was presented by the Assistant Treasurer and approved.

The report of the Nominating Committee for officers to be elected at the annual business meeting was also given the approval of the Executive Committee.

There was a discussion as to the work of the sub-committees and their reports in which the members of the Executive Committee and the chairmen of the sub-committees participated.

There was also a lengthy discussion as to the future work of our Association and the possibilities of reorganizing some of the present activities, improving and extending the work.

Declines to Endorse Movements

The Executive Committee again met on Thursday morning, June 7th. President Tily presided with Vice-Presidents Dietz and Rowe, Treasurer Mehren, Secretary Galloway and Messrs. Wright, McLeod, Dooley, VanDerhoef, Yoder and the Executive Secretary present.

President Tily submitted the names of C. E. Shaw, Miss E. A. Busch and Mont H. Wright as a Committee on Resolutions, the appointments being approved.

Several propositions were presented to the meeting all in the nature of endorsements of different movements. Some of

the endorsements related to labor problems, others to the prohibition question and still others to educational movements. After discussion it was the unanimous agreement of the Executive Committee that the policy which has governed our Association in the past should be strictly adhered to and that neither the Executive Committee nor the class "A" representatives at the annual business meeting should endorse any movement. The interests of the industrial institutions which have membership in our Association are diverse and oftentimes conflicting. It is, therefore, the policy of our Association that endorsement, when given, shall be by individual members and not by the National Association, either through its Executive Committee or at the annual business session of its class "A" representatives.

The question of securing revenue to finance additional activities for the coming year was carefully discussed. It developed as the consensus of opinion of the members of the Executive Committee that earnest effort should be made to increase the class "A" membership of our Association to at least two hundred and the members of the Executive Committee present severally pledged themselves as follows:

Ex-president McLeod	3 new memberships
C. R. Dooley.....	3 new memberships
Vice-President Dietz (for the Chicago Local Chapter)	10 new memberships
Mont H. Wright	3 new memberships
President Tily	3 new memberships
E. J. Mehren	3 new memberships
George N. VanDerhoef	3 new memberships
J. H. Yoder	3 new memberships
Dr. H. M. Rowe.....	1 new membership
Dr. Lee Galloway	2 new memberships
Executive Secretary Henderschott.....	3 new memberships

Each member of the Executive Committee present at the meeting pledged himself.

[NOTE.—At the business session of the convention the action of the Executive Committee was related by the Executive Secretary and the members severally pledged themselves to raise the other sixty-three class "A" members necessary to make the increase an even one hundred.]

The Executive Committee then adjourned sine die.

Officers Re-elected

The new Executive Committee met at the close of the business session on Friday morning, June 8th, in the Larkin Auditorium at Buffalo. President Dietz presided and Vice-President Kincaid, Ex-president Tily, Messrs. VanDerhoef and Yoder and the Executive Secretary were present.

Upon motion of Mr. Henderschott, Dr. Lee Galloway was elected Secretary and E. J. Mehren, Treasurer, for the ensuing year.

Upon motion of Mr. Yoder, seconded by Dr. Tily, F. C. Henderschott was elected Executive Secretary for the ensuing year.

President Dietz announced the appointment of a Program Committee to be composed of the following members of the Executive Committee:

F. C. Henderschott, Chairman; J. H. Yoder, C. R. Dooley, President Dietz, ex-officio.

The Committee then adjourned to meet at the usual place in New York on Tuesday, July 10th, at two P. M.

FOREIGN STUDENTS IN AMERICAN EDUCATIONAL INSTITUTIONS

In American educational institutions there are at present 175 students from the German Empire, 45 from Turkey, 110 from Mexico, 30 from Bulgaria, fully 1,000 from Japan, 1,500 from China and 1,200 from South and Central America. According to the Directory of Foreign Students recently published, the following institutions enroll the largest number of foreign students:

Columbia University, 193; University of Pennsylvania, 183; Harvard University, 175; University of Illinois, 140; Cornell University, 138; University of Michigan, 134; Howard University, 119; University of California, 107; Massachusetts Institute of Technology, 104; Rensselaer Polytechnic Institute, 90; American International College, 78; Yale University, 73; Dubuque German College and Seminary, 72; New York University, 70; University of Chicago, 62; Ohio State University, 62; Tulane University, 62; Leland Stanford University, 60; George Washington University, 58; University of Maryland, 55; Tuskegee Institute, 54.

NOW PARTNERS IN THE ENTERPRISE

In the Mechanics & Metals National Bank, of New York City, more than one-half of the employees are shareholders. Asked as to how this result was secured, Mr. Arthur M. Aiken wrote as follows:

"The subscription plan involved no elaborate detail; the officers having acquired a block of stock, announced to the employees that they might subscribe for this stock at a given price, the stock to be paid in monthly installments. A loan was negotiated to finance the operation and those clerks who did not buy stock outright met the interest on this loan.

"In reply to your inquiry as to how we have overcome the reluctance of the employee to become a stockholder, we would say that no reluctance has manifested itself. The plan met with a hearty response and more stock was applied for at the first than was available.

"Regarding your inquiry as to how we escaped the charge of paternalism, we would say that, to our mind, there is no paternalism in urging upon a man the investment of his funds. In the case of the employees of this bank, they paid for their stock only a little below the prevailing market price. As a matter of fact, instead of paternalism, our scheme of stock subscription has made the clerks of the bank feel a greater responsibility than they felt before, for the reason that they are now partners in the enterprise and not hired employees only."

The advantages which accrue from these plans are said to be as follows:

- (1) Promote efficiency, especially with small groups of higher employees.
- (2) Prevent waste.
- (3) Stabilize labor and thus make for length of service.
- (4) Make for more effective and interesting management.
- (5) Tend to secure permanence and stability in the management.

DES MOINES TAKES AN ADVANCED STEP IN VOCATIONAL GUIDANCE

Des Moines, Iowa, in the future, will have not only vocational guidance for public school pupils, but will follow the young people after they leave school to see that they get adjusted to suitable work in the world.

FIFTH ANNUAL CONVENTION AT BUFFALO

Convention a Record-breaker—More Class "A" Members Sent Delegates and the Total Number of Delegates Exceeded Any Previous Convention—More Concrete Experiences and Suggestions Than at Any Previous Convention—Splendid Enthusiasm and Determination of Purpose Manifested—Delegates Pledged Themselves to Double Class "A" Membership—Delegates Wired President Wilson That Our Association Holds Itself Subject to His Command.

The Opening

The delegates commenced arriving as early as Sunday evening and informal conferences at the hotels began as soon as two delegates met. These conferences continued Monday and culminated in the evening in two round tables, one conducted by those interested in the telephone and telegraph industries and the other by those interested in the steel and iron industries.

The Executive Committee also met on Monday evening and concluded the work of the year. A long discussion followed the business session as to the future of our Association, its immediate needs and how these activities might be best financed.

Opening Exercises

Our hosts, the Larkin Company, noted for their organization and ability to handle large tasks, gave ample evidence that their reputation has been well earned. Just before President Tily called the convention to order the large curtain back of the stage in the Auditorium rose revealing an assembly of sixty-five young ladies gowned in white, seated on a rising platform. Buffalo's acknowledged musical leader, John Lund, directed the chorus which was accompanied by one of the Larkin Company's artists at the piano. After the "welcome song" by the chorus the audience joined in singing "The Star Spangled Banner," as the Goddess of Liberty slowly ascended the stage from the rear and came down to a platform in front of the chorus. The Fife, Drum and Bugle Corps, made up of boys in the employ of the Larkin Company, entered the Auditorium and marched around the room. Their presence and music inspired patriotic fervor to a high degree. Because our convention opened on Tuesday, June

5th, the day of registration for military service, after the singing of the national song, President Tily requested the audience to remain standing in silent meditation for a period of one minute.

Mr. John D. Larkin, Jr., then delivered the address of welcome on behalf of the Larkin Company and the City of Buffalo.

Mr. Larkin's Address

"The importance of the work that The National Association of Corporation Schools has been doing, and is doing, increases with each new phase that the war inflicts upon industry. The rapid changes that are taking place with trained and developed workers in changing from one position to another makes the problem of replacing these workers a genuine and vital question with our organization. The educational elements entering into the acquainting of new workers with their work are of great importance, greater than ever before in the history of American industry. Industry is groping for progress today in the midst of national and international convulsion, and the knowledge and work of these schools should make it easier and surer that a successful result will be achieved.

"In opening a session of this convention I am reminded of the different streams as having their sources in different places and of mingling their waters in the seas, so the delegates assembling for this convention bring with them from their various sources of knowledge information that tabulated and combined makes for better and greater industry in our country, and I hope that American industry in true educational factors will stand in the lead and maintain the lead over the industries of all other nations.

"We heartily join with you in the work you are undertaking. We are glad to have this convention at our plant. We are pleased to have the delegates to this convention as our guests. We are pleased with the influence and inspiration that such an Association and convention will have on our own people. The Larkin Company extends greetings and a welcome to all of you, and we hope this convention will accomplish a work the importance of which will be commensurate with the opportunities and needs of our times."

President Tily's Address

"This organization is one whose watchword has ever been work, and it has made a record for work at all preceding conventions.

"I have been asked by a number of you, by wire and by letter, to give the whole convention, if possible, a patriotic sig-

nificance, and there was some attempt to have us change our program. After a conference with various members of the Executive Committee, we felt that the most patriotic thing we could do, the most useful thing we could do, for the country at this time was not to change our program, because for every man at the front there are ten persons required here behind the lines to support the men at the front, and that man at the front can only be properly supported through industry, and our work, ladies and gentlemen, is to build up the industry of the country through the means of education. The object of our meetings here is to exchange ideas one with the other. Ideas are valuable, like dollars, only when they are in circulation. When I exchange my ideas for yours, and you use mine and I use yours, and we get together again, then we have more ideas to exchange, with the result that there is a large growth and development in the work which we are doing.

"It is inevitable that throughout all our sessions there will run a patriotic note, because we are beginning to realize that we are at war; that what we do now in our workshops, in our factories, in our offices, in our schools, has a much more definite significance in its effect on the country at large than it has ever had before in the history of the country. President Wilson has said, as you know, that manufacturers and others now have a new burden laid upon them—the greater developing of our producing power. This organization exists that its members may take away from these conventions, those coming from the north, south, east and west, from all points of the country, ideas and ideals which, put into practice in our various organizations, will work to the end that each will be on a higher plane. This is Registration Day for the young men of the country. Let us make it for us a Registration Week, and let us register anew our devotion to the ideals, to the ambitions, of American industry, which brings us together."

With the preliminaries over, President Tily called Vice-President Rowe to the platform and the program as outlined in the Hand Book was carried out.

Down to Work

Our Association has held five annual conventions, each of which has been marked by a spirit of earnestness and intense devotion to the cause of "personal relationships" in industry. Perhaps because of the experience gained and also because of recognition at this time of the importance of industrial preparedness,

the Buffalo convention exceeded in enthusiasm and earnestness even our previous conventions. The entire program as arranged was carried out and there were several additional sessions held at luncheon time or at such other odd times as might be appropriated.

All our members will look forward with anxious interest to the time when the proceedings of the convention will be available.

The Banquet

Mr. William R. Heath, Vice-President of the Larkin Company, acted as toastmaster and, with remarks appropriate to the occasion, introduced the speakers. Mr. E. St. Elmo Lewis, one of the charter members of our Association and its first vice-president, chose as the subject of his address, "The Next Step." It was generally conceded that Mr. Lewis' address was a masterpiece. Certainly there are few as well qualified to speak of the necessity of preparation for the future which our country faces and the problems which must be solved correctly if our country is to prosper and to gain and hold a commanding position among other nations.

Mr. Lewis was followed by President Tily, who spoke in his happiest manner. Our genial president lightened the seriousness of the occasion by well-chosen and timely humor. He also spoke earnestly of the work of the future.

The next speaker was ex-President McLeod, and he, like the other speakers of the convention, seemed to excel all previous efforts.

The Executive Secretary was called upon by the toastmaster and reviewed briefly the preparations being made in England, France, Germany and other foreign countries, not only to meet military necessity but also of industrial efficiency after the war is over. A program of well-selected music was provided and the banquet proved to be both profitable and pleasant.

President Tily read a message, which had been prepared, and moved its adoption. The vote was unanimous.

The Message

THE PRESIDENT,

White House, Washington, D. C.

Representatives of over one hundred industrial institutions attending the convention of The National Association of Corporation Schools, believing industrial efficiency to be a factor second only in importance to military preparation in the winning of the war, hereby pledge that every effort will be made by

them, in so far as their power lies, to promote industrial efficiency through educational methods. Our Association holds itself subject to your command.

HERBERT J. TILY, President.

Exhibits

The Educational Exhibits made by the members were not as extensive as in the past. They were very nicely gotten up and helpful in character. The Local Committee in charge of this matter had arranged exhibits about the Auditorium where the meetings were held. Members were noted studying the charts, documents, etc., perhaps to a greater extent than at any previous convention. Requests for additional information were very numerous.

The Method for Providing Investigators

At the business session on Friday morning Mr. A. C. Vinal, of the American Telephone and Telegraph Company, submitted the following resolution:

"The National Association of Corporation Schools, in its fifth annual convention assembled at Buffalo, New York, June 9th, recognizing the vital need of maximum efficiency in American industry to the successful prosecution of the war and further recognizing that this Association should be in a position to render the largest possible service to its member companies and to this end should have available the services of men fully qualified in the various lines of work pursued by the Association, directs the Executive Committee to request the member companies commanding the services of certain members of our Association, who are expert in their particular lines, to detail said men to the service of the Association for so much of their time during the coming year as is consistent with the convenience of the companies involved."

The Executive Secretary moved the adoption of the resolution which, being put to a vote, was unanimously carried.

Resolutions

The Committee on Resolutions submitted the following report which was unanimously adopted:

"WHEREAS, The Larkin Company has been a very generous host to the Fifth Annual Convention of The National Association of Corporation Schools, we wish to express our recognition and appreciation of the cheerful and kindly efforts of Mr. Heath and those assisting him in making the background for our work so delightful.

"Be it Resolved, That the thanks of The National Association of Corporation Schools be and hereby are extended to Larkin Company and its officers for their very great interest and thoughtfulness.

"Resolved Further, That the membership, through those present, extend to Dr. Herbert J. Tily, the retiring President, their sincere thanks and congratulations for the happy and successful way in which he has directed the Association's affairs during the past year.

"Resolved Further, That with the entrance upon another year with Association activities, it seems fitting that we, the delegates assembled, on behalf of the entire membership, express our appreciation to The New York Edison Company for their continued interest in the work of this Association."

Members Pledge Additional Class "A" Memberships

President Tily brought to the business meeting on Friday morning the action of the members of the Executive Committee in pledging additional class "A" memberships during the present year. The Executive Secretary then asked the member to rise in the order they were seated and announce the number of new members they would pledge themselves to endeavor to get during the present year: A. C. Vinal, 5; S. F. Wilson, 1; E. G. Allen, 3; H. A. McCormack, 1; H. W. Hinman, 1; E. S. Cobaugh, 2; Robert B. Bonney, 2; Philip Brasher, 5; Dr. Henry C. Metcalf, 2; A. J. Cummings, 2; H. A. Hopf, 3; Kendall Weisiger, 2; C. E. Strait, 1; R. E. vomLehn, 1; R. F. Carey, 2; E. O. Raabe, 1; Kenneth W. Reed and M. J. Jones, 5; John D. Gill, 3; J. E. Banks, 2; C. E. Shaw, 1; G. W. Davis, 2; N. F. Dougherty, 2; W. W. Kincaid, 3; John L. Dahl, 1; Arthur A. Fisk, 3; S. McClintock, 2; O. C. Short, 2; Lewis O. Atherton, 3.

It is, of course, understood that those who have pledged new memberships do so with the understanding that they will make every effort to make good, but that they are not pledged beyond a conscientious effort.

It will be noted that the pledges of the members total sixty-three, which added to the thirty-seven pledged by members of the Executive Committee makes just an even one hundred. Other members not present at the business session and, therefore, not pledged will undoubtedly make just as earnest an effort in the general plan to increase membership.

Annual Report of the Executive Secretary

The Executive Secretary in his annual report reviewed the

work of the Association since the Pittsburgh convention and ended his report as follows:

"There are three problems of major importance demanding the attention of our members:

"*First*—A growing demand for capable directors and instructors in industrial educational work. This need will be met in part by the institution of a course at New York University designed to train for such service.

"*Second*—It seems imperative that our Association should at least double its class "A" membership. It would cost but little more to administer our Association with 200 class "A" members. The increased membership would supply an additional revenue of \$10,000, which could be utilized in placing trained workers in the field to gather information of value to all of the members of our Association.

"*Third*—There has been recognition on the part of the Executive Committee of the need for additional revenue and a committee was appointed to give attention to this matter. Your retiring president discussed this subject in his report.

"It is the judgment of your Executive Secretary that the value of membership in our Association will be enhanced if the three recommendations here submitted are carried out.

"Because of conditions due to the war it is difficult to forecast the future, but there can be no doubt that during the conflict, and after its close, our country will need trained workers and the degree to which this need can be supplied will materially contribute in determining the position the United States will hold among the other leading nations of the world."

The annual report of the Treasurer was submitted, approved and ordered filed.

Report of the Nominating Committee

Mr. William R. Heath, Chairman of the Nominating Committee, submitted the following report:

President—J. W. Dietz, Western Electric Company, Inc., Chicago, Ill.

First Vice-President—Dr. H. M. Rowe, The H. M. Rowe Company, Baltimore, Md.

Second Vice-President—W. W. Kincaid, The Spirella Company, Niagara Falls, N. Y.

Executive Committee—K. W. Waterson (to succeed E. M. Hopkins), American Telephone & Telegraph Company, New York City (for a term of two years); Mont H. Wright (to succeed R. C. Clothier), John B. Stetson Company,

Philadelphia, Pa. (for a term of three years); F. C. Henderschott (to succeed himself), The New York Edison Company, New York City (for a term of three years); J. H. Yoder (to succeed himself), Pennsylvania Railroad Company, Altoona, Pa. (for a term of three years).

Ex-President McLeod moved that the report be accepted and those nominated duly elected. There being no other names submitted, the Executive Secretary was instructed to cast a ballot for the officers as nominated.

Election of a Nominating Committee

Mr. C. E. Shaw, of the Dennison Manufacturing Company, in order with the provision of the Constitution, moved the election of the following as a Nominating Committee to bring in names for the officers to be elected at the next annual convention:

John McLeod, Carnegie Steel Company, Chairman.

W. A. Caperton, Eli Lilly & Company.

N. F. Dougherty, Pennsylvania Railroad Company.

E. E. Sheldon, R. R. Donnelley Sons Company.

Kendall Weisiger, Southern Bell Telephone and Telegraph Company.

As there were no other names submitted those nominated by Mr. Shaw were unanimously elected.

New Business

Under the heading of new business, Mr. Kendall Weisiger, of the Southern Bell Telephone and Telegraph Company, offered the following suggestion:

"At the general meeting of the Pittsburgh Chapter, May 22d last, it was pointed out that the Local Chapters could do the Association a great service if the Sections and the Chapters were officially connected with the standing committees of the Association—if the standing committees of each Local Chapter had some official connection, and the Local Chapters could render great service to the Association in the distribution of questionnaires and in the collection of data, looking, of course, to the consummation of the problems that are placed upon the Association in each year's work. In the absence of Mr. Dooley, I ask that this suggestion be brought before the Executive Committee for their action."

President Tily then appointed Ex-president McLeod a committee of one to escort the newly-elected President to the chair. President-elect Dietz spoke as follows:

Address of President-Elect Dietz

"We have had an illustrious roll of past-presidents, beginning with Mr. Williams, a man of foresight and vision, followed by Dr. Steinmetz, possessed of genius and analytical ability, and then followed by the experienced McLeod, who did so much for our Association and then by our immediate past-president, who has that rare combination of artistic ability and executive talent, but now you see you are the victim of your own policy—you have stood for promotion from within the ranks. I have come up through, and it is up to you!

"I appreciate deeply the responsibility that you members have placed upon me at this time. I have none of the special gifts which our past-presidents have had. I come to you only with a willingness to work and an appreciation of the splendid opportunity to serve. I hope it will be possible for us during this year to make the activities of our Association an all-year-'round service. We have a splendid opportunity for establishing that 'forum' which was a big part of the original conception of our organization. That forum can certainly be established very well through our BULLETIN, through our Local Chapters, and through the activities of our committees, culminating with the annual convention. It seems to me, with all of the high standards of performance that we have laid down, we have before us a real year's work.

"As I understand it, the formal business meeting has complied with the constitution. You have elected a president. What kind of a president do you want me to be? There are two sorts: the constitutional president, who fills the office, and the working president, who is at your service. Do you really want me to lead—will you follow—will you back me up—will you work? This is a co-operative effort. Your Executive Committee, your Executive Secretary and your Committee Chairmen are only a part of the machinery which you have established, but it is your job, and if you are conscripted into the service, what will you do this year in this job? Are you going to back us up in this work? Do you want me to take a position of leadership, or to fill the constitutional requirement simply? I think we could spend our time for a few minutes longer to get an expression from the floor as to what sort of work you members want this Association to do the coming year. We have a lot of work blocked out for our organization which heads out through the educational committee system, and geographical work through the Chapter organization, and I think we can make the year's

work worth while. First of all, let us get the membership proposition off our minds, and give evidence of the spirit of this year's work by getting this job cleaned up, and we will then have the facilities to go ahead. We have all pledged some class 'A' members. Let us make those pledges good.

"There is one other point to be emphasized, and that is the tremendous advantage of going the next step, that is, selling the class 'B' membership. Many of our members have branch organizations in different sections of the country. The class 'A' representative ought to talk with the company managers in Philadelphia, Cleveland and other cities on the question of tying up with the local Associations there. Then, also, if we want to broaden the scope of our work we must increase our class 'C' membership, that is the logical feeder for reaching out and influencing the associated interests. We must make a hard drive on all three classes of membership, A, B and C.

"I appreciate the earnestness with which you have pledged yourselves to the success of the new administration. I certainly want to express, too, my appreciation at this time of Mr. Tily's services, what they have meant to me personally in the work—he has been an inspiration throughout the entire year to me, and I know he has been an inspiration to all of the members of the Association.

"I want to take this opportunity, too, to welcome you to Chicago. We expect you all to come there. We hope at that time, as expressed the other night, to take an inventory of results, and we hope with your help we will have some good results to show. Let us show that we are really dead in earnest about making this organization a worth-while Association, as a service to our organization and as a service to our nation."

The Closing

With Past-president Tily presiding at the piano, the members rose and sang "The Star Spangled Banner." Three cheers were then given for the Larkin Company, after which the fifth annual convention of our Association stood adjourned.

Many of those who had attended previous conventions were missed, but many new members were present for the first time and were heartily welcomed into the field.

SPOKANE SEES THE VALUE OF TRADES EDUCATION

The Organized Women of Spokane, Washington, are working earnestly for a trades school in that city.

SOME OPINIONS OF THE BUFFALO CONVENTION

Backed All of 'Em Off the Map

I have just returned from my first N. A. C. S. Convention and think, perhaps, you might be interested in my feelings about it. I have attended many conventions but the N. A. C. S. Convention backed most of them off the map, in genuine interest and real attention to business, and in inspiration. I have already put the next year's convention on my program.

A. J. BEATTY,
Carnegie Institute of Technology.

Excelled in Earnestness and Helpfulness

I wish to offer my congratulations upon the way in which the conference just closed was conducted. I have attended many conferences of many kind—some high-brow and some low-brow—but I don't know of any that excelled this in the earnestness and helpfulness of its meetings.

SAMUEL MCCLINTOCK,
LaSalle Extension University.

Brother Lewis Will Be at Chicago, If—

I want to take occasion to congratulate you on the success of the convention and I have made a firm resolution that, God willing and the sheriff on a vacation, I'll be with you again next year.

E. ST. ELMO LEWIS.

OKLAHOMA WILL MODERNIZE HER PUBLIC SCHOOL SYSTEM

The public schools system of the state of Oklahoma is to be completely reorganized and modernized. R. H. Wilson, Superintendent of Schools of that state, declared the decision the most important step in vocational school work in recent years.

Modernity is the point which will be stressed in the revision. Obsolete matter will be eliminated. Matter which serves cultural purpose of questionable practical value is to give way to the practical subjects. The aim sought is the connecting of school work with the industries and environments of the state.

Education is an achievement, not a bequest. — ELBERT HUBBARD.

NEW BOOKS WHICH MAY INTEREST OUR MEMBERS

"The Principles of Apprenticeship Training," by A. P. M. Fleming and J. G. Pearce. The book may be secured from Longmans, Green and Company, Fourth Avenue and 30th Street, New York City. Price not given.

Mr. Fleming is a class "C" member of our Association and is connected with the British Westinghouse Company.

The book, as its title indicates, deals with the subject of industrial education, specifically as to Great Britain, but contains references to vocational, trade and other forms of industrial schools in the United States, Germany, Scotland, Switzerland and Norway. The volume is divided into four parts: Part I, treating the Classification of Industrial Workers; Part II, the Characteristics Required by Artisan Workers, Existing Education in Its Relation to Industry, and Readjustment of Education to Meet Industrial Needs; Part III takes up the subject of Vocational Selection, or as known in the United States, Vocational Guidance, and Part IV, Apprenticeship Training.

In the introduction the authors call attention to the fact that "intensity of competition for the world's markets has compelled manufacturers in industrial countries to give increasing attention to every means of facilitating economic production."

And the authors further point out that, "while temporary advantage may accrue to a community by the use of patents, protective tariffs, discriminative or preferential treaties, subsidized manufactures and transport facilities, etc., the underlying basis of permanent industrial prosperity lies in economical manufacture" and this cannot be attained without training the workers who are engaged in manufacture.

It is the purpose of the authors of the book to awaken England to the necessity of developing an industrial educational system which will equal at least the development in the United States and the educational system of Germany prior to the outbreak of the war. There is much in the book that will be of interest to our members.

"Shop Expense Analysis and Control," by Nicholas Thiel Ficker.

Published by The Engineering Magazine Company, New York City. Price, \$3.00.

This book deals with the subject of Shop Expense and how to determine such costs. Certain chapters of the book originally appeared in *The Engineering Magazine*. In the introduction Charles E. Funk states that immediate recognition was accorded

by manufacturers and accountants alike to these chapters as a standard reference work on this, the most difficult phase of cost finding. These chapters have been supplemented by additional chapters to show the definite application of the subject.

Mr. Ficker has determined a new method through which executives may exercise control over each phase of production by a systematic segregation of all the charges relating to it. The findings of the author are, "that the orthodox methods of cost finding are wrong, since in their application the management is able to shift responsibility from its shoulders to those of the shop proper whenever the occasion may arise."

It is the opinion of Mr. Funk that this book should rank as a notable contribution to the science of Industrial Management.

To those of our members who have this problem—and most of them have—the book should prove a valuable contribution.

NEW MEMBERS

Since the last statement appeared in the *BULLETIN* the following new members have been received:

Class "A"

Columbia Steel & Shafting Company, Pittsburgh, Pa.—Mr. E. L. Parker.

Pressed Steel Car Company, Pittsburgh, Pa.—Mr. J. B. Rider.

Class "B"

C. S. Carney—Western Electric Company, Inc., Chicago, Ill.

E. C. Higgins—Western Electric Company, Inc., Chicago, Ill.

C. O. Malpas—Sherwin-Williams Company, Cleveland, Ohio.

M. H. Orth—Bell Telephone Company of Pennsylvania, Pittsburgh, Pa.

J. F. Trunk—The New York Edison Company, New York City, N. Y.

Class "C"

Miss M. E. Dann—2830 Main Street, Buffalo, N. Y.

F. J. Haley—The Macmillan Company, New York City, N. Y.

G. D. Halsey—Public Schools, Atlanta, Georgia.

Miss E. A. Haughton—The Ronald Press Company, New York City, N. Y.

D. L. Hoopingarner—National Bank of Commerce, New York City, N. Y.

"Without preparedness, opportunity means little to man or State."

THE VALUE OF THE TRAINED MIND IN INDUSTRY

Additional Statements by Members of the Policy and Finance Committee—Public Schools Cannot Be Expected to Do All the Necessary Industrial Training—The Most Important Part of a Man's Education Begins with the Securing of a Job—The Activities of our Association Are of Direct Benefit to Its Members and Indirectly to All the Industries of our Country.

The Facilities Provided by the Public School System and by the Higher Institutions of Learning Do Not Adequately Provide for the Training of Industrial Workers.

The value of the trained mind in industry is receiving larger recognition. There has been universal understanding of the value of training for the arts, sciences and professions, but it is only within very recent years that the necessity of fully training those who will go into the shops, the factories and offices and those who will enter agricultural pursuits, has been recognized.

The facilities provided by the public school system and by the higher institutions of learning do not adequately provide for the training of industrial workers. It is a question as to the extent to which this training can be done by the public schools. It is quite evident that the large industrial institutions must permanently supplement, in some degree, the training received in the public schools by those who will enter the industries. Admitting the situation as analyzed to be correct, and admitting the necessity for training workers in the industries, the value of The National Association of Corporation Schools becomes apparent.

The National Organization provides methods by which industrial education may be standardized and the knowledge gained is made available to all our industrial institutions willing to avail themselves of the opportunity to train their employees. The advantages of the corporation school, both to the employe and the employer, must be presented to the executives of our industrial institutions and their co-operation secured.

Because of conditions due to the war it is difficult to forecast the immediate future of the industries of the United States but the necessity for skilled and trained workers is apparent whatever conditions may follow the close of the war.

N. F. BRADY, President,
The New York Edison Company.

The Most Important Part of a Man's Education Begins with the Securing of a Job

The National Association of Corporation Schools by co-ordinating the activities of its member organizations along lines that experience has proved most effective is performing a service of great value to the industries of this country at a time when industrial efficiency is needed as perhaps never before.

The idea underlying the corporation school is that a man's education should not stop as soon as he gets a job, but that in many respects the most important part of his education begins at that point. So, through competent teachers and carefully prepared courses of instruction, he is helped to "find himself" industrially, to train himself for his work, and to fit himself for higher and more responsible places. He is stimulated in his energy and ambition, is encouraged to develop whatever ability he may have, and is enabled to get ahead by bringing out the best that is in him. He is thus a better man, a better citizen. His employer benefits, too, in the shape of better service and he is glad to provide facilities for the training of the employe that yields such rich dividends for both. This is practical helpfulness in a high degree; and as long as the Association continues its efforts along simple and well-defined lines—not attempting to cover too much ground—its usefulness will steadily increase.

GEORGE B. CORTELYOU, President,
Consolidated Gas Company of New York.

Our Educational Institutions Are Realizing More Fully that their Graduates Should Have More Practical Training to Fit Them for Their Business Life

The colleges and universities of the country are realizing that their graduates should have a more practical training to fit them for their business life. They are gradually meeting this situation through vocational training, but there is a need for some means for training those who are already in industries, and who did not receive sufficient education before leaving school.

The purpose of The National Association of Corporation Schools is to co-operate with the employers and encourage the establishing of vocational schools in the various industries. A great many manufacturers who have adopted this idea are much gratified by the results of these schools, and some even allow a portion of the school period to be arranged on the employer's time. This is proving to be an investment rather than an expense.

The use of the schools is not limited to apprentices, but the older employes are taking advantage of these opportunities, and thus making themselves more valuable to their employer and better trained and informed citizens. The result of these efforts is increased industrial efficiency through increased efficiency of the personnel of the working force in industries.

CLARENCE H. HOWARD, President,
The Commonwealth Steel Company.

The Work of Our Association of Direct Benefit to Its Members and Indirectly to all the Industries of Our Country

I strongly endorse The National Association of Corporation Schools. It is doing work of inestimable value for the business interests of the United States. Until our public schools furnish the sort of training which your Association does, it will continue to fill a great need. The work of the Association is not only of direct benefit to its members but indirectly to all industries in the country.

JOHN H. PATTERSON, President,
The National Cash Register Company.

Ideas, Like Dollars, Are Most Useful When in Circulation

Ideas, like dollars, are most useful when in circulation. Prosperity in the economic world is at high-tide when production is largest and exchange most free. So in the corporation educational movement the highest good for all may be achieved through the medium of The National Association of Corporation Schools, which not only helps in the minting of ideas but acts as a clearing house for their exchange.

Your thought, your experience given freely in exchange for our thought, our experience profits us both, the resultant new thought, and new experience again exchanged, leads to constant and valuable growth in both ideas and experiences.

HERBERT J. TILY, President,
The National Association of Corporation Schools
and of Strawbridge & Clothier.

PENNSYLVANIA FEDERATION OF LABOR ENDORSES VOCATIONAL EDUCATION

Recently the State Federation of Labor of Pennsylvania unanimously approved a resolution endorsing vocational education in that state. President Maurer was instructed to appoint a committee of three to assist in the establishment of this branch of study in all the schools.

NEWS ITEMS ABOUT OUR MEMBERS

Experiences of the Employment Manager of the Western Union Telegraph Company—Consolidated Gas, Electric Light and Power Company of Baltimore Has Determined a Basis for Grading Employees' Qualifications—The Growing Recognition of the Personal Element in Railroading.

The Norton Company Issues a Correspondence Manual

Mr. H. N. Rasley, Supervisor of Correspondence for the Norton Company, of Worcester, Massachusetts, kindly forwards the *BULLETIN* a copy of a Correspondence Manual which he has just issued for that company. The book is a digest of the Norton Company's correspondence and many of the points brought out will be of interest to our members. The manual is fully up to the standard of excellence maintained by this company. The aim is to establish a closer relationship with its customers and to do this it is the belief of Mr. Rasley that letters should be warm, human, persuasive messages.

"They should be written in accordance with the Norton policy of honesty, fairness, courtesy and service."

The author calls attention to the fact that only a relatively small number of the Company's customers have ever visited its plant. It does business with thousands who have never been in personal touch with its representatives and who judge the company entirely by the letters they receive.

This Correspondence Manual is unquestionably a step in the right direction. Industrial institutions are giving more and more attention to their letters.

As the Norton Company's policy is one of helpfulness and co-operation, members of our Association will undoubtedly be extended the courtesy of a copy of the manual, if they address their requests to Mr. Rasley.

The Growing Recognition of the Personal Element in Railroading

Mr. Normal Collyer, of the Southern Pacific Company, calls attention to an article in *The Railway Age Gazette* of April 27th in relation to a Committee on Economics of Maintenance of Way Labor, recently appointed by the Board of Directors of the American Railway Engineering Association. In discussing the appointment of this Committee *The Railway Age Gazette* points out:

"Much has been written recently regarding the necessity of giving more attention to the human element in the conduct of maintenance of way work, yet almost no detailed studies of maintenance of way labor problems have been made up to the present time, in spite of the fact that the railways of this country spend over half million dollars a day for such labor. The character of the men employed has deteriorated steadily from year to year until at the present time the railways are securing less work per dollar expended for track labor than at any time in their history. Not all of this is the result of changing industrial conditions beyond the influence of the roads, and it is highly important from the standpoint of the railways themselves that this subject be studied intelligently before it becomes even more complicated."

Nearly Every Accident Could be Avoided

(The *Norton Spirit*, house organ of the Norton & Norton Grinding Companies)

It is interesting to know the percentage of accidents which could have been prevented, for example, during the month of April. The following table has been prepared by the Safety Engineering Department for that month covering all accidents in both companies.

Accidents preventable by more care: Norton Company, 86 per cent.; Norton Grinding Company, 97 per cent.

Accidents preventable by safety regulations: Norton Company, 3 per cent.; Norton Grinding Company, 1 per cent.

Accidents non-preventable: Norton Company, 11 per cent.; Norton Grinding Company, 2 per cent.

Those classified as preventable by more care include such things as injuries due to handling materials, foreign bodies in the eye (except in places where a man would not be expected to wear goggles), hand slipping, falls, striking self with small hand tools, getting cut by sharp instruments, and getting struck by trucks, wheelbarrows, and so forth.

Co-operating with Mountain Arts Association

Dr. Paul Kreuzpointner, Chairman of our Association's Committee on Corporation Continuation Schools, was one of the principal speakers at the fourth annual conference of the Mountain Arts Association of Central, Pennsylvania. The Association is composed of the elementary manual training school

teachers; art, domestic science and industrial teachers in high and normal schools of Central Pennsylvania, and of Pennsylvania State College. The subject of his address was, "What Should Be the Preparation of Teachers for the Elementary Manual Arts?" Dr. Kreuzpointner first pointed out the change in industrial, social and economic American life which required a broadening and deepening of the manual arts' course of study in elementary and high schools, and then outlined the subject matter necessary to be mastered by the teachers of these subjects in order to do justice to the pupils and to the interests of the community. Universal approval of what was said and a hearty vote of thanks by the assembly seemed to indicate that the speaker was in accord with the sentiment of the teachers for progressive education in manual training and industrial schools. The close relation between the public school work and the work of The National Association of Corporation Schools was pointed out by the speaker.

Experiences of an Employment Manager

Mr. J. Tausek, Employment Manager of the Western Union Telegraph Company, in an address before the Employment Managers' Association of New York, discussed some applications, both by letter and in person, which had come to him from young men seeking employment:

"In substance, they are typical of the mental attitude assumed by the majority of young men seeking employment. When put to a test, they seem to be able to offer a little of everything in general, but nothing of anything in particular. Ask them what they are capable of doing and their answer invariably is, "Any kind of clerical work." In the majority of cases they are not seeking employment, but are simply seeking jobs, for the reason that by far the major percentage of applicants are unable to specify their qualifications. And although the foremost reason given by young men for being out of employment is that their former positions held no future for them, a preponderance of the evidence shows that they themselves lacked those qualities essential to advancement. They have made little or no investment in the market of endeavor, and continue in the hope that a turn of fortune will bring them some return. They are constantly dealing in futures.

AN ARMY WHOLLY UNEQUIPPED

"They are an army wholly unequipped for the battle of life,

and are being constantly beaten down by the forces of efficiency. We are no more justified in expecting these young men and women to win the battle of work than we would be to expect an inefficient army to defeat a trained and well-equipped adversary. It is this class, representing the average intelligence, employed today and unemployed tomorrow, that creates an employment problem. *Employment seeks efficiency; the inefficient seek employment.* The employment records of the class of young men whom I have in mind show that they begin their commercial careers at the age of twenty-one, by seeking to become executives of large corporations, and usually end by becoming third-rate clerks.

EMPLOYERS HAVE FAILED TO DEVELOP EXECUTIVES

"I think you will all agree with me that our problem does not consist in finding five, ten and fifteen thousand dollar men, but in finding one, two and three thousand dollar men. And if it is true, and I believe it to be, that five and ten thousand dollar men are scarce, then it is because employers have failed to develop one and two thousand dollar men. In this respect the employer is to be blamed equally with the employe, for the latter's failure to increase his efficiency. If we look about us, we will find in nearly every occupation young men wasting their lives and their energies in a sort of 'cold storage.' In time there comes an awakening and they begin to rebel against everything and everybody. . . . Vice-President Wilson, of the Equitable Life, stated the case well when he said recently, that there were two classes of people in the world, lifters and leaners, and that wherever we went we would find twenty leaners to one lifter.

MUST TRAIN THOSE UNFITTED FOR THEIR TASKS

"If these men who want to enlist in service in the commercial field come to us unfitted for their tasks, we must train them, we must equip them, we must *lift* them, and the only way to begin is to dispense with many of the pseudo-scientific methods now employed—devote less time to the convexity or concavity of a man's profile and approach the problem with a greater degree of human interest in the individual. What we have chosen to term human interest experiences, if taken properly into account in balancing the applicant's qualifications, are really vital factors in the employment problem, particularly in those branches of employment in which mechanical or technical tests are not the determinants of an applicant's fitness.

"It is this that Professor Hollingworth terms one of the leading problems of vocational psychology, namely, how the individual may achieve the most adequate knowledge of his own peculiar mental and instinctive constitution, his equivalent of capacities, tendencies, interests and aptitudes, and the ways in which he compares, in these respects, with his fellows."

Basis for Grading Analysis of Employees' Qualifications

In connection with the merchandising department school of the Consolidated Gas, Electric Light and Power Company of Baltimore an interesting basis for grading and analyzing the qualifications of the employees has been prepared. Believing this analysis will be of interest to all our members it is produced herewith.

1. **ATTENDANCE AT WORK.**—Is the employe regular in attendance, losing no time on account of minor bodily or mental indispositions?

2. **PUNCTUALITY.**—Does the employe report for work on time; leave for and return from luncheon in accordance with the schedule; see to keeping of appointments with and promises made to customers?

3. **HEALTH.**—Is the employe fresh and healthful in appearance; inoffensive of breath; energetic, vigorous and alert of mind; in proper mental attitude; cheerful, optimistic? Is the employe's efficiency unaffected by bodily indispositions, such as indigestion, headaches, etc.?

4. **APPEARANCE.**—Is the employe of good carriage and business-like attitude; dressed in a manner calculated to attract no attention—neatly, quietly, simply, in good taste and repair, without showiness and with an absence of other than simple jewelry, if any? Is the employe cleanly in personal appearance—hair tastefully arranged and carefully combed, teeth brushed, linen spotless, shoes well polished, finger nails properly manicured, clean shaven? Is there an absence of artificiality in the toilet of the employe?

5. **MANNER.**—Is the employe pleasant, courteous, sincere, sympathetic, confident and self-contained in manner; pleasing, distinct, interesting and convincing of speech; free from affectation and mannerisms? Has the employe a way of attracting, appealing to, inspiring confidence in and winning others?

6. **LOYALTY.**—Does the employe believe in the company, its policies, its methods; have confidence in the merchandise; the welfare of the company at heart, speaking well of it, discouraging criticism, and refraining from discussing it disparagingly with outsiders? Is the best thought and effort of the employe devoted alike to the interests of the customer and the company?

7. **CO-OPERATION.**—Is the employe amenable to discipline; considerate of fellow employes, deserving their good-will; an example for beginners, assisting and encouraging them? Does the employe recognize the importance of, observe and assist in the carrying out of the rules and regulations; personify the company's policies?

8. **RESPONSIBILITY.**—Is the employe reliable, thorough, careful, requiring a minimum of supervision? Is it unnecessary to remind the employe of instructions as to methods and duties?

9. **ACCURACY.**—Is the employe painstaking and careful in the manner of doing work; attentive to the details of completing and recording a sale? Does the employe keep informed as to deliveries, etc.; make no extravagant promises; expend every effort to insure the customer against disappointment?

10. **INDUSTRY.**—Does the employe apply self steadily to business; wait on proportionate number of customers; when disengaged, work on the stock or assist other employes? Is the employe energetic, free from day-dreaming and listlessness?

11. **CARE OF STOCK.**—Is the stock of merchandise arranged attractively and systematically; is it cared for and handled with a view to preventing it from becoming damaged or impaired; is it capable of being shown to the customer with ease and facility; can an order be filled from it with promptness and without lost motion? Is it known where the merchandise is situated and in what quantities it is carried; is the supply maintained at all times? Are the storage facilities, the merchandise and the fixtures properly preserved?

12. **SELF-RELIANCE.**—Does the employe possess confidence in self; have faith in the ability of self to inspire confidence in the customer, through the manifestation of enthusiasm and earnestness; believe that self can satisfactorily serve the customer, through efficient methods and an intimate knowledge of the merchandise?

13. **INITIATIVE.**—Has the employe the quality of seeing things to be done and doing them without being told? Is the employe original, alert, aggressive, ambitious; possessed of fore-

sight, lacking in timidity, not too diffident? Does the employe make suggestions?

14. **ENTHUSIASM.**—Is there an outward manifestation of the feeling of confidence which the employe has in self, in the merchandise, in the company and its methods? Does the employe have the faculty of imparting this feeling to the customer? Is the employe sincere, optimistic, forgetful of disappointments, not easily discouraged, desirous of learning? Does the employe like the work?

15. **TACT.**—Is the employe thoughtful, considerate, patient, a close observer, even tempered, not easily ruffled, of good judgment and common sense? Has the employe the knack of doing and saying the right thing at the right time; the quality of adapting self to the customer; the ability to accept a situation graciously?

16. **PERSUASIVENESS.**—Is the employe intuitive, imaginative, observant, persevering, active mentally and of good constructive power? Does the employe know how to study the customer; how to choose the best method of handling the customer; how to construct selling points and arguments to the best advantage; how to make timely suggestions, to meet objections, to see the customer's point of view; how to draw on the imagination of and influence the customer? Are the employe's methods resultful?

17. **KNOWLEDGE OF BUSINESS.**—Is the employe familiar with the organization, the responsibilities, the system and the policies of the Merchandise and Domestic Sales Department; with the organization, the business and the policies of the company; with other departments whose co-operation is necessary to complete the work of the Merchandise and Domestic Sales Department; with the service in offices, stockrooms and delivery supporting the sales forces; with the lines of merchandise and service sold by the Merchandise and Domestic Sales Department; with any special service which the Company offers; with the principles and methods in selling; with prices? Does the employe read the Company's advertisements, the Gas and Electric News? Is the employe conversant with the contents of the catalogue?

18. **TECHNICAL KNOWLEDGE.**—Does the employe have an intimate knowledge of the merchandise, its construction, its operation, its utility, its selling features, its relation to other merchandise to which it is an auxiliary or with which it may be associated? Does the employe have a special knowledge of the process of the manufacture and of the various elements entering into the installation of the merchandise? Is the employe

taking profit out of the work of the Merchandising Department School?

19. **SALES STANDING.**—What is the employe's sales standing, due regard being given to affecting conditions—the number of leads, the territory, the line, the season—in short, the opportunity?

REMARKS.—To permit of the qualifying or the enlarging upon of the grading.

The Commonwealth Edison Company of Chicago Will Inaugurate a Sales School

Ernest A. Edkins, General Manager of the electrical shops of the Commonwealth Edison Company, in a recent statement says that, subject to the authorizing of the plan by the company's executive, his company will inaugurate a school for its sales staff. This course of study will include lessons in construction and operation of appliances, in sales methods, in decorative periods and styles as applied to portable lamps, shades, etc., in interdepartmental relations and in general company policies.

The course will probably be carried on with daily classes, and every one in the sales department will be obliged to spend approximately one hour each day in these classes, which will be conducted along the same general lines as a regular school, with prescribed lessons and periodic examinations to determine the progress of the students. A similar plan is now about to be put into effect in the Baltimore (Md.) company, and both of these plans are directly in line with the other developments in commercial engineering and salesmanship courses now being carried on in the National Electric Light Association under the supervision of the Commercial Section.

"I firmly believe," said Mr. Edkins, "that such courses of study intelligently directed will very soon result in doubling the efficiency of the sales force and will pay big dividends on the modest investment required to carry on the course."

Japanese Delegates Attend Closing Exercises of The New York Edison Company's Commercial School

As has been the custom, Dr. Charles P. Steinmetz, past president of our Association, delivered the closing address to the graduating class of the Commercial School of The New York Edi-

son Company, taking as a topic, "The Educational Requirements of Modern Industry."

A delegation from the electrical industry of Japan, in this country to study industrial education, under the escort of Captain R. P. Parrot, of the General Electric Company, consisting of Messrs. Fuyihiko Yoshioka, Superintendent of the electric plant at Kawaski; K. Hagiwara, Manager of the Business Department of The Tokyo Electric Light Company; T. Nomura, Superintendent of the Engineering Department of The Tokyo Electric Light Company, and Saburo Ito, author on electric subjects, of Tokyo, were present.

At the close of the address the distinguished guests presented an invitation to Dr. Steinmetz to visit Japan.

NOTES

Mr. Philip Brasher has succeeded Mr. Albert W. Hitchcock as the class "A" representative of the Winchester Repeating Arms Company in our Association. Mr. Brasher becomes head of the Educational Section of that company.

The Executive Committee of the Council of New York University, on May 9th, definitely voted to approve the course on Corporation Schools for Industrial Educators, to be given under the direction of the Executive Secretary of our Association during the school year term for 1917-1918. Thus the course will be started at the opening of the fall term. Further information will be given in due time.

The Goodyear Tire and Rubber Company offers the college graduates now working in their factory, who would like to fit themselves for departmental planning, an opportunity to do so. The qualifications that these employes must have are aggressiveness, tact, ingenuity and foresight.

The Milwaukee *Sentinel* recently contained an excellent write-up of the work which Mr. G. Pryor Irwin, a class "C" member of our Association, is doing in connection with the extension classes of the University of Wisconsin. The campaign is for more efficient salesmanship. Over two thousand persons in that state are taking the course. The Beloit *Daily News* of Wisconsin also has an excellent write-up of the work Mr. Irwin is doing. His many friends in our Association will be glad to learn of the success he is having.

The Goodyear Tire and Rubber Company has found that through the enrollment of its foreign-born employees in their school they have materially boosted naturalization. Three-fourths of the men now in the school have taken out their first papers.

The National Education Association, following the lead of our own Organization, has decided to hold its annual convention in Portland, Oregon, as previously arranged. The program is to be built around the subjects of preparedness, nationalism and patriotism. The editor is in receipt of a letter urging that a notice be inserted in the BULLETIN calling attention to the importance of holding the annual convention and keeping up interest in all educational matters at the present time. In addition to the regular meetings of the Association and its departments, the League of Teachers' Associations, the Council of Primary Education, The Classical Association, The Modern Language Association, The Federation of College Women, The Deans of Women, The American Home Economics Association, the Conference of Education Extension, The School Garden Association and the Council of Teachers of English will all hold meetings at Portland in connection with the educational convention, and the United States Deputy Commissioner of Naturalization has called a citizenship convention for the same time.

The American Bridge Company, a class "A" member of our Association, will enter the shipbuilding industry, having purchased a site on the Hackensack meadows near New York.

Jean Le Bloas, special agent for The Equitable Life Assurance Society, a class "A" member of our Association, desiring to do his share in equipping our soldiers for service in France, has formed a class to teach French to privates and officers who expect to be sent abroad. He believes that he could teach such men enough in a few months so that when they go abroad they will not be entirely without knowledge of the language.

A Decision That Gave Daniel Webster to the United States

One hot midsummer day a father and son were working in the hayfield—with plenty of backache, thirst and perspiration, we may surmise. A gentleman rode up to the farmhouse to see the father, and came out into the field where he was working

with his son. The two elders talked for some time and the gentleman took himself away. Whereupon the father called the son over to him—as the latter has recorded—and they sat down together on a haycock in the shade of an elm tree.

"My son," said the father, "that man is a member of Congress. He goes to the Capital and gets his six dollars a day, while I toil here. That is because he had an education. If I had had his early education I should have gone to the Capital in his place."

And the decision was then taken that the son should have an education, so that he might earn his six dollars a day as a statesman instead of four shillings pitching hay.

The son was Daniel Webster.—*Saturday Evening Post*.

BRINGING THE PUBLIC SCHOOLS INTO INDUSTRY

There is an educational development at Beverly, Massachusetts, which promises to be an important factor in the broadening of the public school systems to include better training for those youths who are to begin their life's work in a manufacturing establishment.

The Beverly Independent Industrial School has established a shoemaking department. There will be classes in pattern making and shoemaking, where the student will get his theory in school and practice shoemaking in the factories.

For five years this school has been teaching the machine trade and the students have practiced in the factory of the United Shoe Machinery Company.

The school is conducted jointly by the City of Beverly and the State of Massachusetts. As the United Shoe Machinery Company is the principal industry of Beverly, co-operation between this corporation and the municipal and State educational authorities has worked out to the advantage of the boys and girls of the community who will go to work as soon as an elementary education has been secured.

There are many municipalities throughout the United States where similar co-operative movements might be instituted. In Beverly the shoe trade predominates, in Troy the laundry industry, in Akron the rubber industry and in Detroit the automobile industry. The list might be continued to considerable length.

In municipalities where business is specialized, a majority, at least, of the boys and girls who are to become identified with manufacturing establishments will find positions in these specialized industries. The better their training, the greater their chance for success.

"The weakest link in industry today is the lack of efficient planning. If you are in charge of a department or a group give that thought frequent attention. Do not be content to give orders and leave it to subordinates to execute without assistance. Help to plan their work for them and then see that the plan is adhered to.

"Efficient planning is the first step toward success in commercial enterprises of the present day."—*E. J. Mehren, Editor of the Engineering Record, Vice-President and General Manager of the McGraw-Hill Publishing Company, Inc., and Treasurer of The National Association of Corporation Schools.*

Efficient planning must rest on a solid basis of understanding supplemented by a knowledge of the development of the industries of the present period. This knowledge is available to members of our Association.

BUSINESS EDUCATION A NATIONAL DUTY

From an Article by Dr. Richard C. Maclaurin, President of the Massachusetts Institute of Technology, in the "Stone & Webster Journal."

It has long been recognized that we need more scientific methods in our agriculture and our manufacturing, for the improvement of our processes, the elimination of waste and the discovery of new devices. All enterprise involving such factors calls loudly for men trained in science. We need such men, too, for the organization of our business. In the past this has been done for the most part by men with little or no knowledge of scientific method; but in business as elsewhere "new times demand new manners and new men." Many of the methods that were serviceable a decade or two ago must be scrapped now, for they will no more suffice to meet the conditions of today and of tomorrow than will an old-fashioned fort withstand the attack of modern artillery. Business today requires scientific method in careful observation and experiment, in openness of mind, in orderly arrangement of action, and in careful shaping of the means to the end desired.

Here in America we have not yet experienced the full force of the competition of other nations. We have had what seemed for a time a boundless territory and limitless resources, and as the country has developed we have had the great advantage of a varied home market. Conditions, however, have been rapidly changing of late years and the war will greatly accelerate the change.

There has been much popular discussion as to the opportunity of foreign trade that is presented to the United States by the war. There can be no question as to the opportunity. The Allies' command of the seas effectively shuts the Central powers out of most foreign markets, and the occupation of the Allies themselves with the pressing problems of war leaves them less capital and energy than they would otherwise have to push trade in foreign fields. However, although the opportunity exists, it is far more difficult to take advantage of it than is popularly supposed. In the first place, the very conditions that have created the opportunity have also placed great obstacles in the way of profiting by it. "The scarcity of shipping, the rise of freight charges, the pressure of war orders, the revival of the home market, the scarcity of materials and the shortage of labor have all combined to interfere with the growth of new trade." These

difficulties are due to the war, but there are others that will not pass with it. Of these, two may be mentioned as of special importance. The first is the difficulty due to the fact that trade to be most profitable must be reciprocal. The second is the great difficulty of cost production, closely allied, of course, with the cost of labor. Labor costs are extraordinarily high today as compared with those in competing countries, and they may be expected to reach the highest point just at the end of the war, when the crack comes.

The only possible hope is to increase the efficiency of our processes so that, in spite of the high cost of labor, the cost of production may give us a chance of competing with other nations where the labor costs are materially lower. If this be true, it is equally true that no other means can be suggested of increasing the efficiency of our processes than the introduction of the scientific method into every phase of industry and commerce.

It is sometimes said that the path of the United States will be smoother in the future because of the crippling of her competitors engaged in the great war. This, however, is a mistake. Even if the warring nations were crippled as much as is often supposed, it would be no advantage to us. A nation does not become rich by being surrounded by paupers, and if only China were rich what a profitable market she would offer for our wares! But the warring nations will not be crippled nearly so much as is popularly supposed—at least not all of them. They are doubtless spending capital at a prodigious rate instead of passing it on to the next generation, and the loss of their men is, of course, irrevocable. However, it is already manifest that there are compensations, that the war is bringing about great improvements in business methods and in the moral habits of the people and that in a short time these improvements may offset the vast losses that have been incurred. And it is difficult to exaggerate the great advantage that will accrue to these nations owing to the discipline of the war and its stimulus to unity. After the war our competitors will be unified, while we may still be pulling in various directions; they will be hungry and resolute, while we may be fat and self-satisfied with our prosperity; they will have laborers disciplined by self-sacrifice and used to low wages, while we may have to rely largely upon workers who have never thought of looking beyond their immediate interests and have experienced the highest wages in our history. To offset these disadvantages our hope is in the energy of our people, in their faith in education, and in their ability to draw more speedily upon the limitless resources of science.

FITTING THE ATLANTA SCHOOLS TO INDUSTRIAL REQUIREMENTS

The Vocational Guidance and Educational Research departments, made possible through the generosity of Castor Woolford, of Atlanta, Georgia, have been formally added to the school system of that city. George D. Halsey, who will be in charge of the departments, in a recent discussion of the work contemplated, said:

"The average student about to graduate from high school or college has very little idea either of his own qualifications or of the qualifications necessary for success in the various vocations. In general, he takes what seems to him to be the best opening he can get at the time, and if he fails here, moves on to another and another job, until he secures one where he can stick, whether this be his best work or not.

"It is our purpose to make a very careful study of each individual pupil as he passes up through the different grades, and to carefully record and average the opinion of each teacher who comes in contact with him so that when he does decide to leave school we can have a real scientific basis for counsel. There is nothing occult or mysterious about the work of vocational guidance; we simply try to get together all the facts about each pupil and all the facts about each vocation, then use common sense.

"We also plan to make a careful study of the real reasons why so many pupils drop out of school at an early age, to see if we cannot give them something so attractive and useful that they can see for themselves the value of staying in school as long as they can."

"There is nothing so winning in the world as absolute sincerity. Nothing so abhorrent as its lack."

Things don't turn up until somebody turns them up.—
JAMES A. GARFIELD.

MEETING THE PROBLEM OF THE DISABLED SOLDIERS

Speaking under the auspices of the university extension division of the University of Wisconsin, Miss Elizabeth Upham declared:

"In so far as the problem of the handicapped soldier is successfully met, just so effectually will the country rally from the depression which inevitably follows war. It is for this country to decide whether we will reclaim our men, industrially speaking, during their period of convalescence, and fit and train them for productive work, so that not only will the factories be continued, but an industrial army of self-supporting citizens equipped."

EDUCATIONAL DEVELOPMENT IN MEXICO

A permanent National Education Congress is planned, holding regular sessions and attended by educators who will work for the educational advance of the Mexican people.

There is no system of compulsory education throughout Mexico, but there are localities where both parents and children have been required to attend school, the children during the daytime and the parents at night, learning to read and write. Compulsory education for the whole country is coming, educators say, as fast as conditions make it possible to enforce it.

An agricultural school has been established in Sonora; a national forestry school is located in a suburb of Mexico City; industrial training is being given in many orphan asylums. In many places primary schools have opened with large attendance.

FINDS ILLITERACY MENACES THE EAST

A report of the Bureau of Education states that illiteracy is a greater danger in the East—in New England and the Middle Atlantic States—that in the West and even in the South.

At present, the East, as defined, records 5 per cent. of illiterates among the population over 10 years of age in that section.

The North Central States—that is, the northern states of the middle West—make a much better showing with only 3 per cent., and the Pacific States hold the same record.

The Mountain States still show 7 per cent. of illiteracy, and the South, owing to its large negro population, 15 per cent.

Thus, from the standpoint of literacy, and all that it implies,

says the Milwaukee *Free Press*, Wisconsin and her neighbors have outdistanced Massachusetts, New York and their immediate section. In other words, the upper middle West may properly lay claim to being the cultural hub of the United States today.

The East has been thrown into the discard, after generations of supremacy, and it stands no chance to recover its former position.

Why not? Because the figures of the Bureau of Education show that, while the number of illiterates in New England, New York and the other North Atlantic States is increasing, their number throughout the rest of the country is on the decline. Even in the South they have decreased nearly 25 per cent. in a single decade.

GENERAL EDUCATIONAL NOTES

The Board of Education of New York City has determined upon an experiment in compulsory continuation classes for workers, between the ages of fourteen and sixteen years, who had not completed the elementary grade before leaving school to go to work. Four new classes were opened recently for the young employes of Boss Manufacturing Company, Brooklyn, and four more are to be organized soon at the International Handkerchief Manufacturing Company and the Tremont Mills, the Bronx, and Smith & Kaufman, ribbon manufacturers, Manhattan.

A proposed law, known as the Lockwood Bill, is before the New York State Legislature, which will probably become a law as the bill passed the Senate by a vote of forty to five. The bill sets aside approximately five cents of every dollar of assessed valuation in the cities of the state for educational purposes.

More than sixty industrial companies of St. Louis have enrolled their employes for courses in foreign trade which were recently opened in that city in the offices of the Chamber of Commerce.

Congressman Thomas D. Schall, of Minnesota, speaking on the subject of vocational education, recently said: "Vocational education is planned to lessen the gap between the few thinking men at the top and the great army of automatic toilers. It will evolve profitable servants of society, not dumb toilers on the one hand and exclusive culturists on the other. When in Sing Sing prison an opportunity was given the men to learn a trade, over seven hundred responded. It was the first chance they had ever had to know how to make an honest living. The whole social system of a nation is wrong when a man must go to jail before the state will teach him how to live. Who can say what proportion of these crimes would have been prevented if the same opportunity for training had been given them in youth?"

THE GROWING POWER OF EDUCATION

"Educated brain power will be worth more during 1917 than ever before in the world's history. The large-visioned American, with plenty of common sense, will command a record salary."—*William A. Law, President of the First National Bank of Philadelphia, oldest national bank in the United States, and one of the strong ones.*

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THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa.	MR. J. C. LYNCH
THE BILTON MACHINE TOOL COMPANY, Bridgeport, Conn.	MR. C. E. BILTON
THE BRIGHTON MILLS, Passaic, N. J.	MR. H. V. R. SCHEEL
BURROUGHS ADDING MACHINE CO., Detroit, Mich.	MR. F. H. DODGE
CADILLAC MOTOR CAR CO., 1343 Case Ave., Detroit, Mich.	MR. H. M. LELAND
CARNEGIE STEEL CO., Pittsburgh, Pa.	MR. JOHN MCLEOD
CHALMERS MOTOR CO., Detroit, Mich.	MR. CHARLES L. NEDOMA
THE CHARLES WILLIAM STORES, Brooklyn, N. Y.	MR. C. E. FITZPATRICK
CHASE METAL WORKS, Waterbury, Conn.	MR. C. J. VELTE
CHICAGO TELEPHONE COMPANY, Chicago, Ill.	MR. C. C. CURTIS
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COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	MR. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	MR. ARTHUR T. MOREY
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City	MR. WILLIAM D. KELLEY
CONSOLIDATED GAS, ELECTRIC LIGHT & POWER CO., of Baltimore, Baltimore, Md.	MR. DOUGLAS BURNETT
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THE CURTIS PUBLISHING COMPANY, Independence Square, Philadelphia, Pa.	MR. F. C. BRODHEAD
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HENRY DISSTON & SONS, INC., Philadelphia, Pa.	MR. S. HORACE DISSTON
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